DEFENSE INTELLIGENCE AGENCY

STRATEGIC PLAN
FISCAL YEARS
2006–2011

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Message from the Director

Our nation faces a global environment full of significant and complex challenges. International terrorism, proliferation of weapons of mass destruction, military aggression and political instability are primary threats to our citizens and interests.

These and other challenges compel us to expand the depth and breadth of our operations to provide intelligence on a broader scale, with more fidelity, and greater timeliness. In short, they require us to continue to transform our intelligence capabilities.

We must skillfully apply our people and resources to achieve the maximum effect on behalf of the nation. For this reason, we will focus change in four critical areas: **collection**, **analysis**, **workforce** and **infrastructure**. DIA will:

- Innovate and integrate our collection capabilities and strategies to achieve persistent surveillance.

- Deliver the finest all-source defense intelligence analysis to the warfighter, military planner, and national security policymaker in a timely manner.

- Develop a skilled work force that has the attributes and abilities to meet today's requirements and tomorrow's challenges, engaging in all-source intelligence operations around the globe.

- Improve our infrastructure, providing our workforce state-of-the-practice information management and IT tools in a safe, secure and rewarding work environment.

Everything we do at DIA will be focused on achieving "all-source" intelligence operations. We must use every opportunity, every technology, every person and every piece of information to the fullest. Our nation requires it, our forces depend on it and our professionalism demands it.

This Strategic Plan outlines our efforts to achieve fundamental change. It provides information on the work we are presently doing, and more importantly, the initiatives we must undertake. We believe these changes are critical to ensure DIA maintains its relevancy to the Nation, its leaders and our forces. We will not fail.

L. E. Jacoby
Vice Admiral, U.S. Navy
Director

Mission

Provide timely, objective, and cogent military intelligence to warfighters, defense planners, and defense and national security policymakers.

Vision

Integration of highly skilled intelligence professionals with leading edge technology to discover information and create knowledge that provides warning, identifies opportunities, and delivers overwhelming advantage to our warfighters, defense planners, and defense and national security policymakers.

Values

We are committed to…

- **Service** to our country, our community, and our fellow citizens.

- **Dedication, Strength,** and **Urgency of Purpose** to provide for our nation's defense.

- **Customer-Focus** in the products and services we provide.

- **Integrity** and **Accountability** in all of our actions and activities.

- **Commitment** to inquiry, truth, and continous learning.

- **Creativity** and **Innovation** in solving problems, discovering facts, and creating knowledge.

- **Teamwork** through internal and external partnerships.

- **Leadership** at all levels within Defense Intelligence and the Intelligence Community.

Introduction

Our nation's warfighters, military planners and national security policymakers depend on DIA to provide objective, accurate and timely intelligence to accomplish their missions.

The *DIA Strategic Plan Fiscal Years 2006-2011* sets forth the goals and objectives DIA will achieve to execute its mission. With a changing global security environment, we must anticipate the actions of potential adversaries by continuously evaluating and refining our strategy and processes. While our mission, values and commitment will remain constant, specific objectives and how they are achieved must be reviewed and updated on a continual basis.

DIA's strategic planning process is a continuum that begins with our vision and ends with specific initiatives necessary to achieve it. This includes the Agency's Mission, Vision, Values, the Director's Intent, Strategic Plan, and Directorate Operating Plans. Each piece is part of the larger, integrated planning framework established by the Board of Directors to ensure all parts of the Agency participate in the process.

The DIA Strategic Plan reflects the President's *National Security Strategy*, the Department of Defense's *National Military Strategy*, the *National Intelligence Program Planning, Performance and Program Guidance for FY2007-2011*, the Secretary of Defense's *Strategic Planning Guidance for FY2006-2011*, the *Undersecretary of Defense for Intelligence (USD(I)) Planning and Programming Guidance for FY2007-2011 and* the *General Defense Intelligence Program (GDIP) Strategic Plan.*

In preparation of this plan, DIA also incorporated the latest guidance from the Director of National Intelligence (DNI) and the USD(I) and the changes directed by the *Intelligence Reform and Terrorism Prevention Act of 2004*. The DIA Strategic Plan initiatives are consistent with many of the recommendations in the *9-11 and WMD Commissions' Reports, Senate Select Committee on Intelligence Report*, as well as several internal DIA "lessons learned" studies.

Changing Defense Intelligence

"We are facing fundamentally different challenges than those faced by the American defense establishment in the Cold War and previous eras."

— *Secretary of Defense Donald Rumsfeld*

Traditional military intelligence, often focused on the capabilities of armed forces, is insufficient to address the range of issues present in the world today. Defense intelligence must evaluate and anticipate potential actions of state and non-state actors, complex technological developments, the competition for economic resources, and the implications of cultural and religious phenomena.

Only by maximizing every resource, every technology and every opportunity can DIA, its partners and allies provide defense intelligence that maintains overwhelming advantage. This requires access to and investigation of all sources of information and deep integration between intelligence collectors and analytic capabilities that DIA refers to as "all-source" intelligence operations.

This approach is aligned with DIA's larger effort to improve information access. The Agency is a leading supporter of Horizontal Integration to achieve effective information management through common protocols and standards. The ability to access information quickly and effectively will allow DIA to provide more accurate, timely and comprehensive intelligence.

Implementing all-source intelligence and modern information management approaches will expand the ability of DIA and its intelligence partners to collect and assess information against difficult, adaptive targets. It will improve military effectiveness by providing precise, timely intelligence to enable successful operations in the field. And ultimately it will save lives. The development of all-source capabilities is the foundation of future defense intelligence.

Achieving fundamental change is a continuous process and DIA is making significant progress. The goals and objectives outlined in this document will further position the Agency to meet the immense challenges and take advantage of the tremendous opportunities that lie ahead to ensure the nation's security and its interests are protected in the decades to come.

Goals and Objectives Overview

Goal 1: Be the premier provider of defense intelligence
- 1.1 Strengthen defense human intelligence (HUMINT) and technical collection to provide warning.
- 1.2 Improve analytic capabilities to deliver timely and accurate all-source intelligence.
- 1.3 Establish a robust global presence through forward deployment of DIA capabilities.
- 1.4 Implement Horizontal Integration to improve information access.

Goal 2: Achieve a skilled workforce
- 2.1 Recruit and retain a highly qualified, diverse workforce with a range of backgrounds and life experiences to extend the Agency's capabilities.
- 2.2 Strengthen the skills and knowledge of the civilian and military workforce.
- 2.3 Ensure every member of the workforce has an equal opportunity to excel.
- 2.4 Achieve a common identity among the workforce by promoting the Agency's vision, strategy, and collective successes.
- 2.5 Instill the workforce with DIA values.

Goal 3: Become a knowledge-based organization
- 3.1 Ensure DIA is regarded as the primary supplier of defense intelligence knowledge.
- 3.2 Develop innovative strategies to discover and exploit traditional and non-traditional sources of intelligence and information.
- 3.3 Improve culture, processes, and infrastructure to support application of information and expertise.

Goal 4: Seek knowledge through collaboration
- 4.1 Leverage the capabilities of domestic and foreign partners, including intelligence agencies, law enforcement, academia, commercial sector and non-traditional organizations.
- 4.2 Research, deploy and support interoperable information management capabilities and services.

Goal 5: Provide a modern, secure, and rewarding work environment
- 5.1 Continuously improve physical infrastructure to enhance workforce performance.
- 5.2 Implement a Continuity of Operations Program (COOP) to ensure mission essential functions remain viable for customers and stakeholders.
- 5.3 Offer an enriching environment that fosters teamwork, has flexible employment options, and recognizes and rewards excellence.

Goal 6: Implement superior leadership
- 6.1 Strengthen communication between customers, partners, the workforce and stakeholders.
- 6.2 Improve the alignment of capital against DIA's Strategic Plan through effective allocation, financial management, and stewardship of resources.
- 6.3 Institute a continuous strategic planning process at the Agency and directorate level that holds leaders and supervisors accountable.
- 6.4 Implement a centralized performance management process at the Agency level using a full spectrum of metrics and performance measures.

Goals and Objectives

"Every individual in DIA should work toward improving our ability to discover information and generate knowledge through all-source operations. That must be our focus."

L. E. Jacoby
Vice Admiral, U.S. Navy
Director

The goals and objectives identified in this Strategic Plan outline how DIA will meet the intelligence challenges and take advantage of the opportunities that lie ahead. They commit the Agency to build new and innovative collection capabilities, integrate collection and analytic assets, increase the effectiveness of information management and support the needs of a diverse workforce.

The six goals and twenty-one objectives contained in this plan will enable the Agency to provide more focused and effective intelligence. They will place a wide range of intelligence capabilities forward in the geographic theaters. They also position the Agency by ensuring its workforce and technology are highly capable, deployable, and fully ready to meet future challenges.
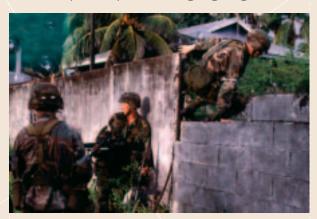
1. Be The Premier Provider Of Defense Intelligence

DIA's mission is clear — be the premier provider of defense intelligence by persistently collecting the right information, analyzing it to discover truth, and creating timely, accurate, and predictive knowledge. This mission requires an expansion of resources — both collection and analytic — improved tradecraft and business practices, and the incorporation of leading edge technology. It also re-

quires the development and deployment of global capabilities to facilitate intelligence planning and execution.

Objective 1.1 Strengthen defense human intelligence (HUMINT) and technical collection to provide warning.

DIA is increasing investment in collection capabilities to provide expanded global coverage and improve precise penetration of hard targets. The Agency will hire and train additional collectors and expand Defense Attaché Offices (DAOs) in emerging regions. It

will research, develop and deploy new Measures and Signatures Intelligence (MASINT) collection technologies to provide persistent, undetected close-access surveillance. These human and technology-based assets will be centrally managed to enhance efficiency and effectiveness. DIA will:

• Hire additional HUMINT collectors and

integrate collectors and analysts to improve collection focus and accuracy.

- Realign and expand the Defense Attaché System to provide additional in-theater resources.

- Transform HUMINT collection management, evaluation and reporting through the use of web-based technology.

- Enhance Counterintelligence collection management and analysis to identify, neutralize and exploit specific foreign intelligence threats.

- Increase the contribution of MASINT to all-source intelligence through enhanced MASINT signature collection.

Objective 1.2 Improve analytic capabilities to deliver timely and accurate all-source intelligence.

DIA is working to balance its focus and resources on current intelligence issues while supporting long term challenges through implementation of the "Master, Measure, Monitor" or "3M" concept in the Defense Intelligence Analysis Program (DIAP). The 3M concept represents a fundamental change in defense intelligence analysis and will improve DIA's capabilities. In addition, the Agency is accelerating analytic tool develop-

ment, enhancing tradecraft training at all levels and encouraging alternative analysis. DIA will:

- Expand depth of knowledge of Master countries in line with the DIAP to increase expertise on priority subjects.

- Ensure DIA's knowledge and findings are reflected in the Core Knowledge and Combating Terrorism Knowledge databases for Master and Measure countries.

- Increase analytic tradecraft training at all levels to continuously improve the quality, rigor and impact of Agency products.

- Support competitive analysis, alternative futures and "red-cell" activities to ensure diversity and independence are embedded into the analytic process.

- Expand peer review to continuously improve the quality of intelligence products.

Objective 1.3 Establish a robust global presence through forward deployment of DIA capabilities.

DIA recognizes that forward deployment of capabilities is a key element of defense intelligence. Integration of intelligence capabilities with military operations requires that analysts, collectors, operators and warfighters be

Establish a robust global presence *through forward deployment of DIA capabilities.*

interdependent and co-located where needed. For this reason, the Agency is prepared to provide core capabilities in support of the COCOM Joint Intelligence Operations Centers (JIOCs). DIA will:

• Position forward-deployed elements at the COCOMs to facilitate all-source intelligence campaign planning (ICPs) and execution at COCOM JIOCs.

• Deliver an intelligence architecture that is fully interoperable with COCOM platforms and the Intelligence Combat Support Agency infrastructure.

• Develop and apply global force deployment and management methods to improve support to COCOMs and enhance leadership awareness of the Agency's capabilities.

• Provide improved support for deployed DIA personnel and their families.

Objective 1.4 Implement Horizontal Integration (HI) to improve information access.

DIA is a leader in the drive to improve information access. The Agency is a strong believer in the HI concept, which promotes effective information management (IM) between agencies through common protocols and standards. This represents a shift away from stovepipes and data ownership which obstruct information access. The new model will significantly increase the ability to quickly move data and develop knowledge. DIA will:

• Implement an IM Framework that focuses on innovative IT solutions and services to improve intelligence-to-operations integration.

• Improve and support intelligence processes with cross-domain capabilities that promote near real-time collaboration for all-source analysis.

• Promote IM development activities that facilitate seamless horizontal and vertical integration.

• Implement horizontal data fusion to increase information access.

Recruit and retain *a highly qualified, diverse workforce with a range of backgrounds and life experiences to extend the Agency's capabilities.*

2. Achieve A Skilled Workforce

DIA's success depends on the skills of its workforce and a shared commitment to executing the defense intelligence mission. The Agency believes that every member of the workforce must have an equal opportunity to excel in their career through improved training, mentoring, and access to challenging work opportunities. DIA also recognizes that a richly diverse workforce, with a broad range of skills, capabilities and perspectives is only achieved through thoughtful recruitment, development and retention activities.

Objective 2.1   Recruit and retain a highly qualified, diverse workforce with a range of backgrounds and life experiences to extend the Agency's capabilities.

The DIA workforce must perform in an environment that is increasingly dynamic, cross-functional, and team driven. The Agency will recruit highly qualified, intellectually agile candidates with a range of backgrounds and skills who are open to new challenges. DIA will strive to ensure proper placement of new hires by accurately matching employee backgrounds, skills and competencies to appropriate positions. The Agency will continuously provide varied professional opportunities to prepare employees for future challenges. DIA will:

- Enhance workforce proficiency in priority foreign languages and the hard sciences through focused recruitment, education and training.

- Increase directorate involvement in staffing to appropriately place new hires.

- Provide training to supervisory personnel to maximize employee performance and improve retention.

- Maintain a fully integrated, highly skilled Reserve Component to support DIA and IC requirements.

Photo by Murray Milton

Ensure every member *of the workforce has an equal opportunity to excel.*

Objective 2.2 Strengthen the skills and knowledge of the civilian and military workforce.

DIA seeks to be an employer of choice that recruits and retains the best possible workforce. The Agency recognizes that its civilian and military workforce must have access to the developmental and work-related opportunities that will build their skills and capabilities. This includes subject matter expertise, core management capabilities, and a well-rounded set of work experiences which position employees for promotion within the civilian or military ranks. DIA will:

• Ensure all personnel understand core mission and functions, and possess the information management, technical proficiency and written and verbal skills necessary to fully contribute to the Agency's mission.

• Partner with the Services to ensure that assignments to DIA are highly desired and professionally rewarding for military personnel.

• Aggressively participate in an ex-

panded interagency rotational program to develop "jointness" across the Intelligence Community (IC) and build deeper understanding of methods, requirements and capabilities of partners.

• Increase awareness of training and deployment opportunities available for employees to enhance career and skill development.

• Implement a Leadership Development Program to build capabilities at all managerial levels and broaden the applicant pool for promotion into leadership positions.

Objective 2.3 Ensure every member of the workforce has an equal opportunity to excel.

DIA will foster an environment where every member of the workforce can maximize their contribution to the Agency and succeed in their own career. The Agency values diversity in its many forms and understands the cultural richness and varied perspectives it brings to the work environment and the mission. DIA will:

- Establish a workforce that meets or exceeds Civilian Labor Force (CLF) representation guidelines on race/ national origin and gender as well as DoD goals on disability.

- Build awareness and understanding of the value of ethnic and intellectual diversity within DIA's workforce and its contribution to mission success.

Objective 2.4 Achieve a common identity among the workforce by promoting the Agency's vision, strategy, and collective successes.

All members of workforce must share one vision of DIA as the premier provider of defense intelligence and be united in serving an urgent, compelling and fulfilling mission. Every member of the workforce must understand that they are part of a larger team and their actions contribute to the Agency's overall success. Through a common vision and value-based behaviors, the Agency will successfully achieve its mission. DIA will:

- Integrate collectors and analysts in workspaces to foster understanding and solve the most difficult analytical problems.

- Enhance and expand cross-functional training and the cross-directorate rotation program to increase collaboration and strengthen a common sense of mission.

- Increase the sense of community across DIA by holding Agency-wide events that provide opportunities to network and conduct business informally.

- Support the development of cross-Agency communication through new outreach to the workforce

which provides insight into the work of each directorate.

Objective 2.5 Instill the workforce with DIA values.

DIA's values are the foundation of the Agency's integrity. The Agency's nine values represent a code of conduct that all employees must accept and embody. Living the values every day will help ensure DIA successfully meets or exceeds the requirements of the mission and the needs of its customers. DIA will:

- Emphasize DIA's values to new personnel.

- Communicate DIA's values to the workforce through key Agency documents and web-pages.

- Recognize and reward employees or teams that demonstrate superior service, integrity, innovation or otherwise exemplify DIA's values.

3. Become A Knowledge-Based Organization

DIA is committed to becoming a highly effective knowledge organization by establishing a culture where information is proactively shared among personnel and partners. The Agency will implement new strategies to develop and exploit knowledge wherever it exists. These include building innovative knowledge creation and sharing techniques, training personnel in the art of cross-organizational communication, using team-based approaches, and broadening information access through interoperable databases and technology platforms.

Become a knowledge-based organization.

Objective 3.1 Ensure DIA is regarded as the primary supplier of defense intelligence knowledge.

The Agency's knowledge development strategies are designed to ensure that DIA will provide highly relevant and predictive intelligence through superior tradecraft, interoperable technology, information access and cultivation of extensive partnerships. DIA will:

• View requirements as opportunities, maintain agility and continuously seek ways to improve the quality of the knowledge it provides.

• Institutionalize feedback mechanisms to ensure the output generated is relevant, timely, and in a usable format.

Objective 3.2 Develop innovative strategies to discover and exploit traditional and non-traditional sources of intelligence and information.

DIA is moving quickly from the "reconnaissance" paradigm to "persistent surveillance." Through research, development, and deployment of persistent sensors DIA will be able to provide a constant flow of unwarned, close-access information to customers. These sensors will augment traditional collection techniques and improve predictive capabilities and early warning against priority targets. DIA will:

• Field new, persistent MASINT sensors to gain unwarned, close access to denied information on priority targets.

• Increase HUMINT capabilities to precisely penetrate targets and ensure a continued flow of valuable information.

• Strengthen partnerships with domestic and foreign intelligence organizations to co-develop new sensors and contribute to persistent surveillance.

Seek knowledge through collaboration.

• Increase availability and use of open source intelligence (OSINT) to ensure collection and analysis are truly all source.

Objective 3.3 Improve culture, processes, and infrastructure to support application of information and expertise.

As an intelligence organization, DIA's culture must encourage critical thinking, innovation, and risk taking. In recognition of these needs, DIA will broaden application of the Knowledge Lab, which identifies and fields "best practice" knowledge management techniques from the private sector and academia. DIA will:

• Broaden awareness, availability and application of Knowledge Lab programs to support knowledge sharing, critical thinking and communication techniques.

• Strengthen After-Action Review and Lessons Learned processes to broadly share findings and institutionalize recommendations.

4. Seek Knowledge Through Collaboration

Today's complex defense intelligence mission dictates that no single organization can assert complete competence against the threats and challenges at work. Comprehensive capabilities will be achieved through interlocking human and technological assets, extensive interaction with traditional and non-traditional foreign and domestic partners and the capacity to optimize capabilities.

Objective 4.1 Leverage the capabilities of domestic and foreign partners, including intelligence agencies, law enforcement, academia, commercial sector and non-traditional organizations.

DIA will leverage the capabilities of domestic and foreign partners by creating social and technology networks that promote rapid information access. In addition, the Agency will seek involvement of noted experts from academia and the commercial sector to gain unique perspectives. The Agency will fulfill its community responsibility

Research, deploy, and support interoperable information management capabilities and services.

by embedding DIA capabilities into IC activities and organizations. DIA will:

- Develop and identify potential partners, access unique information, and narrow information gaps.

- Build teams to develop opportunities for foreign engagement and establish a comprehensive approach to information sharing.

- Enhance current relationships within academia and the private sector by partnering with experts in the hard sciences, foreign affairs and other disciplines.

- Provide personnel to serve as part of multi-agency teams in support of IC and law enforcement activities.

Objective 4.2 Research, deploy and support interoperable information management capabilities and services.

DIA will use an enterprise management approach to effectively deploy and operate information management capabilities and services. This approach will incorporate best practices to support Governance, Customer Relations, Knowledge Management, Investment Management, Research and Development, Information Assurance, Operations, and Quality and Performance Management. Cross-organizational analysis, enterprise architecture and portfolio management will allow DIA to identify requirements, capability gaps, duplicative investments, and important opportunities for collaboration. DIA will:

- Ensure that the Joint Worldwide Intelligence Communications System (JWICS) has commercial state-of-the-practice capabilities to provide continuous secure, interoperable communication.

- Strengthen the enterprise by fully implementing GDIP Information

Transformation across the DoD Intelligence Information Management System (DODIIS) Community.

- Research, deploy, secure, strengthen and manage customer focused state-of-the-practice information management capabilities.

5. Provide A Modern, Secure And Rewarding Work Environment

DIA is committed to a positive, rewarding environment by providing modern facilities, a range of employment options, and rewards that recognize excellence and innovation. The Agency will continue to enhance its facilities at headquarters and globally with a particular emphasis on protecting the safety of the workforce and employing state-of-the-practice technology. DIA will promote the use of flexible employment options to retain knowledgeable employees, and encourage a culture of teaming, innovation, and risk taking by offering rewards and recognition that support these attributes.

Objective 5.1 Continuously improve physical infrastructure to enhance workforce performance.

The Agency recognizes it must continue to modernize physical infrastructure in all its facilities, including those in remote locations. New space designs will promote improved personnel interaction and the quick assimilation of technological advancements. In addition, they will promote a more aesthetic environment to enhance employee morale and ensure the safety and comfort of the workforce. DIA will:

The Agency will continue to enhance its facilities at headquarters and globally with a particular emphasis on protecting the safety of the workforce and employing state-of-the-practice technology.

Implement *a Continuity of Operations Program (COOP) to ensure mission essential functions remain viable.*

- Modernize and maximize DIA work environments to ensure collaborative, modern, secure, and comfortable facilities.

- Develop a projected growth plan to ensure adequate space and facilities are available for DIA personnel, wherever they are stationed.

- Strengthen the DIA Antiterrorism Program and maintain robust force protection, response management and safety programs.

Objective 5.2 Implement a Continuity of Operations Program (COOP) to ensure mission essential functions remain viable for customers and stakeholders.

The Agency requires a robust Mission Assurance Program to deliver uninterrupted mission essential functions in an emergency. DIA's Mission Assurance initiatives, including COOP, Critical Infrastructure Protection (CIP) and Continuity of Government (COG), are designed to provide workforce safety, emergency decisionmaking authority, alternate site preparation, technologi-

cal redundancies and "live" drills. DIA will:

- Develop, coordinate, communicate and regularly exercise the DIA Master Contingency Plan to ensure preparedness and emergency response.

- Implement and practice procedures for situations that occur with or without warning, during duty and non-duty hours, including transition back to normal operations.

- Identify, store and protect vital records, material and databases required to perform mission essential tasks at relocation sites.

Objective 5.3 Offer an enriching environment that fosters teamwork, has flexible employment options, and recognizes and rewards excellence.

DIA's position as an employer of choice requires leading edge personnel programs, training and developmental opportunities. The complexity and urgency of the mission require that all elements of the Agency work as one, interdependent team. DIA will:

- Strengthen and market work-life balance programs such as the development and implementation of flexible and part-time work options.

- Promote workforce wellness, through programs such as on-line seminars, fitness activities, and special events.

- Implement training and approaches that will lead to natural teaming between personnel across directorates.

- Recognize excellence through rewards that demonstrate DIA's commitment to innovation, cross-functional and high performing teams.

6. Implement Superior Leadership

DIA depends on superior leadership to guide the Agency and oversee its activities. This requires effective communication, strong managerial processes and accurate measures to assess progress and shortfalls within the organization. In addition, to ensure the proper management framework and supporting business systems are in place, the Agency will continue to develop procedures to improve oversight and accountability at all levels.

Objective 6.1 Strengthen communication between customers, partners, the workforce and stakeholders.

DIA's operating environment requires on-going communication with stakeholders, customers, partners and the workforce. The Agency will build communication strategies to reach these audiences on a continuous basis. DIA will:

- Implement a corporate communications strategy utilizing inputs from the directorates to provide consistent, substantive updates to the workforce and stakeholders.

- Develop opportunities to communicate regularly with external audiences through electronic, print, and interpersonal means.

- Use feedback from workforce surveys and focus groups to assess the effectiveness of DIA internal communications.

Objective 6.2 Improve the alignment of capital against DIA's Strategic Plan through effective allocation, financial management, and stewardship of resources.

Effective management requires that decisionmakers have access to accurate data to monitor and assess financial decisions. Policies, procedures and systems must ensure the reliabil-

ity of information, support regulatory compliance, and demonstrate alignment with the Strategic Plan. In addition, the Agency's acquisition process must demonstrate compliance, competency and urgency, to ensure proper accountability and timely completion of mission initiatives. DIA will:

• Demonstrate accountability to stakeholders by issuing auditable financial statements and receiving an unqualified (clean) opinion issued by independent auditors.

• Demonstrate effective acquisition practices and compliance that support the needs, goals and objectives of the Agency.

• Improve the management of capital assets to ensure that DIA's property, processes, and systems are optimized to support DIA's mission and intelligence capabilities.

• Implement performance-based budgeting to link resource needs with capabilities by using full cost accounting, and integrating Agency goals, objectives, requirements, and program builds with budget development and execution.

• Improve accountability and compliance mandates by implementing internal control program changes on a continual basis.

Objective 6.3 Institute a continuous strategic planning process at the Agency and directorate level that holds leaders and supervisors accountable.

DIA's enterprise-level planning framework prioritizes and aligns resources to the Agency's mission. The DIA Strategic Plan will be supported by creating Directorate Operating Plans to guide business-unit level activities and investments.

Progress and achievements will be published in the *DIA Annual Report* and *Performance Accountability Report*. DIA will:

• Integrate existing enterprise and directorate-level planning efforts to achieve a coordinated strategic planning and financial management approach across DIA.

• Require goals and objectives articulated in the Strategic Plan be displayed with budget details to link line items and contribution to the overall Agency mission.

• Review progress against the DIA Strategic Plan on a quarterly basis and publish the annual *DIA Performance Accountability Report*.

Objective 6.4 Implement a centralized performance management process at the Agency level using a full spectrum of metrics and performance measures.

The Agency will develop a set of performance measures to achieve effective oversight by the Command Element. These performance measures will allow the Agency's leadership to track performance, predict outcomes, codify processes, and achieve sustained improvement. This will ensure DIA's strategic goals and objectives are accomplished in the most efficient manner. DIA will:

• Implement standardized processes by which the Agency will measure its performance on an ongoing basis.

• Develop robust reporting and accountability procedures at the directorate-level to facilitate Command Element decisionmaking.

• Evaluate directorate-level performance against DIA's Strategic Plan and Directorate Operating Plans. ●